

MEMPHIS SHELBY CRIME COMMISSION



Annual Report 2017

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MISSION STATEMENT



The Memphis Shelby Crime Commission seeks to improve public safety in the Memphis and Shelby County community by identifying and promoting evidence-based and evidence-informed best practices.

INTRODUCTION

Governed by a 50-member board of directors comprised of leaders in law enforcement, criminal justice, business, government, the non-profit community, and the faith community, the Memphis Shelby Crime Commission is the leading community-based entity focused on public safety. It has created unprecedented partnerships with businesses, schools, neighborhood associations, public safety agencies and local violence prevention organizations working to make Memphis and Shelby County a safer place.

A key part of fulfilling the Crime Commission's mission is to spearhead development of a plan called Operation: Safe Community to significantly improve public safety in the Memphis area, galvanize diverse leaders and stakeholders in the implementation and support of the plan, and oversee the hard work necessary to achieve implementation.

The Crime Commission is the ONLY entity in the Memphis community responsible for spearheading development and implementation of a community-wide plan to reduce crime. Every person who resides in Memphis and Shelby County deserves a safe place to live, work, and raise a family. Government alone cannot create this environment, but through dedicated and tenacious efforts expended through a collective impact model, the community can make progress toward this goal. The non-profit design of the Crime Commission provides much more flexibility in strategic thinking and development of collaborations among disparate organizations, sheltered to a large extent from the periodic changes in political administrations.

In 2016, the Crime Commission worked with community stakeholders to develop a new five-year Operation: Safe Community crime plan, becoming the third five-year plan (OSC-3). Over 400 individual stakeholders were consulted in developing the plan, which was approved by the Crime Commission board of directors. The new plan launched in 2017 and is composed of five key goals and sixteen objectives. It is an ambitious but realistic plan to dramatically reduce crime in the Memphis community over a five-year period (2017-2022). District Attorney Amy Weirich chairs the overall implementation effort.

To learn more about the Crime Commission and Operation: Safe Community, visit www.memphiscrime.org or www.operationsafecommunity.org.



PARTNERSHIP WITH THE UNIVERSITY OF MEMPHIS

OSC-3 is guided by a joint venture between the Crime Commission and the University of Memphis Public Safety Institute (PSI). The Institute is housed in the University's School of Urban Affairs and Public Policy and draws on researchers from multiple disciplines and departments across the University, including the Department of Criminology and Criminal Justice. One of the hallmarks of this collaborative effort is to bring academic rigor to evaluation of the crime reduction objectives of the current OSC-3 plan.

The Public Safety Institute will be part of evaluating the success of OSC-3 objectives as they develop. The lead PSI researcher, Dr. Angela Madden, has been indispensable in advising on important metrics needed for these new programming efforts. The amount of work is vast and requires a team of researchers and research graduate assistants.

Another aspect of the joint venture is hosting of symposia related to crime reduction efforts tied to the OSC-3 plan. In 2017, the PSI (with financial support from the Urban Child Institute) hosted a symposium to introduce community partners to the assessment center for justice-involved youth concept, a key component of the Operation: Safe Community-3 plan. Plans are underway to host a symposium in May on employment opportunities for ex-offenders with the Tennessee Department of Correction serving as a co-sponsor.



- School of Urban Affairs and Public Policy (SUAPP)

2017 MEMPHIS SHELBY CRIME COMMISSION BOARD OF DIRECTORS



Ben Adams,
*Chair, Board of
Directors*



Amy Weirich,
*Chair, Operation:
Safe Community*

Mr. Ben C. Adams, Jr. (Baker, Donelson, Bearman, Caldwell & Berkowitz, PC)
Mr. Louis “Bo” Allen (First Tennessee Bank)
Mr. James (Jim) Baker (Owen Brennan’s Restaurant)
Commissioner Mark Billingsley (Shelby County Government)
Ms. Melanie Blakeney (Memphis Area Association of Realtors)
Mr. Jerry Blum (AutoZone)
Mr. Stephen Bush (Shelby County Government)
Judge John Campbell (Tennessee State Government)
Mr. Dave Carlson (Smith & Nephew)
Mr. Kevin Clarkson (CB Richard Ellis)
Mr. Thomas Cleves (International Paper)
Judge Lee V. Coffee (Tennessee State Government)
Mr. Jerry Collins (Memphis Light, Gas, and Water)
Representative John Deberry (Tennessee State Government)
Mr. Rob DelPriore (Mid-America Properties)
Mr. John Dudas (Belz Enterprises)
U. S. Attorney Mike Dunavant (United States Government)
Mr. Ryan Ehrhart (Raymond James)
F.B.I. SAC Michael T. Gavin (United States Government)
T.B.I. Director Mark Gwyn (Tennessee State Government)
Mr. Terry Harris (Federal Express Corporation)
Mr. Jeffrey Higgs (Lemoyne-Owen College Community Development Corp.)
Mr. Henry Hooper II (State Farm Insurance)
Superintendent Dorsey Hopson, II (Shelby County Schools)
Mr. Larry Jensen (Commercial Advisors)
Mr. Pierce Ledbetter (LEDIC Mgt. Group, LLC)
Mayor Mark Luttrell (Shelby County Government)
Mr. Rick Masson (Plough Foundation)
Mayor Keith McDonald (City of Bartlett Government)
Mr. Doug McGowen (City of Memphis Government)
Judge Dan Michael (Shelby County Government)
Mr. Glenn Moore (Glenn Moore Realty)
Mr. Johnny Moore, Jr. (SunTrust Bank, Memphis)
Councilman Worth Morgan (City of Memphis Government)
Ms. Olliette Murry-Drobot (Family Safety Center)
Pastor Keith Norman (First Baptist Church – Broad)
Senator Mark Norris (Tennessee State Government)
Sheriff Bill Oldham (Shelby County Government)
Mayor Mike Palazzolo (City of Germantown Government)
TDOC Commissioner Tony Parker (Tennessee State Government)
MPD Director Michael Rallings (City of Memphis Government)
Judge Gerald Skahan (Shelby County Government)
Ms. Carol Ross-Spang (Methodist LeBonheur Healthcare)
Mr. David M. Slott (American Residential Services)
Mayor Jim Strickland (City of Memphis Government)
Ms. Blair Taylor (Memphis Tomorrow)
Judge Chris Turner (Shelby County Government)
Dr. K. B. Turner (University of Memphis)
District Attorney Amy Weirich (Tennessee State Government)
Mr. Craig Weiss (Central Defense Security/Tower Ventures)

STAFF

The Crime Commission has three staff members who work to advance the OSC-3 crime plan. Harold Collins serves as vice-president for community engagement. Brona Pinnolis serves as vice-president for strategic implementation. Sam Walker serves as executive assistant for the Crime Commission.

Bill Gibbons is serving both as president of the Crime Commission and executive director of the Public Safety Institute (PSI) to help insure a seamless practice-research partnership. Other staff members include Crime Commission vice-president for communications and development Linda Russell, who also serves as executive assistant for the PSI. Dr. Angela Madden, PSI research associate professor, is charged with overseeing the evaluation of all aspects of the OSC-3 plan and works closely with Crime Commission staff members.

“We are very fortunate to have people in key positions who work tirelessly to advance the new OSC plan and make our community an even better place,” said Ben Adams, chair of the Crime Commission board of directors.



Bill Gibbons
President and Public Safety Institute
(PSI) Executive Director



Linda Russell
Vice President, Communications
and Development
and PSI Executive Assistant



Dr. Angela Madden
PSI Research Associate



Harold Collins
Vice President, Community
Engagement



Brona Pinnolis
Vice President, Strategic
Implementation



Sam Walker
Executive Assistant

OPERATION: SAFE COMMUNITY CRIME PLAN-3

The OSC-3 crime plan's goals and objectives are designed to focus primarily (but not totally) on reducing violent crime and increasing community engagement in efforts to reduce crime. The OSC-3 plan is premised on the belief that violent crime reduction is a cornerstone to population growth in Memphis, more and better jobs, and an increasing tax base. And it is also premised on the belief that law enforcement, prosecutors, and corrections officials can't get us where we need to be alone – that it takes concerned citizens stepping forward to be part of the solution and helping insure that all parts of our community are composed of vibrant, safe neighborhoods where citizens want to live and raise their families.

The entire OSC-3 plan is available for review at www.memphiscrime.org OR operationsafecommunity.org.

Following is a summary of the five goals and sixteen objectives that make up the plan:

- Strengthen community engagement in crime prevention efforts.
 - Create a "Neighborhood Safety Initiative" to strengthen neighborhood watch and community partnerships with law enforcement.
 - Assign prosecutors to targeted geographic areas to pursue local public safety priorities.
 - Build trust through community policing and more interaction between law enforcement and the public.
 - Expand the Safeways crime prevention program in apartment communities.
- Strengthen law enforcement's ability to reduce violent street crime.
 - Hire and retain more law enforcement personnel.
 - Expand data-driven, proactive policing.
 - Enhance law enforcement training.
 - Enhance information- gathering to reduce gang-related violence.
 - Effectively initiate a "Violence Intervention Focused Deterrence" model to curb gun violence.
 - Reduce gun crimes through tougher state penalties, vigorous federal and state prosecution, and communicating the consequences.
- Strengthen intervention programs for ex-offenders.
 - Provide jobs, life skills, and support programs for high-risk ex-offenders.
 - Implement swift, certain, and fair administrative sanctions for violating certain conditions of probation or parole.

- Enhance domestic violence prevention and intervention efforts.
 - Evaluate and expand the Family Safety Center to reduce the number of repeat victims.
 - Effectively initiate a "Domestic Violence Intervention" model to deal with repeat offenders.
- Enhance interventions for juveniles committing delinquent acts.
 - Establish a youth assessment center for non-violent juvenile offenders.
 - Create a system of Evening Reporting Centers to serve delinquent juveniles.

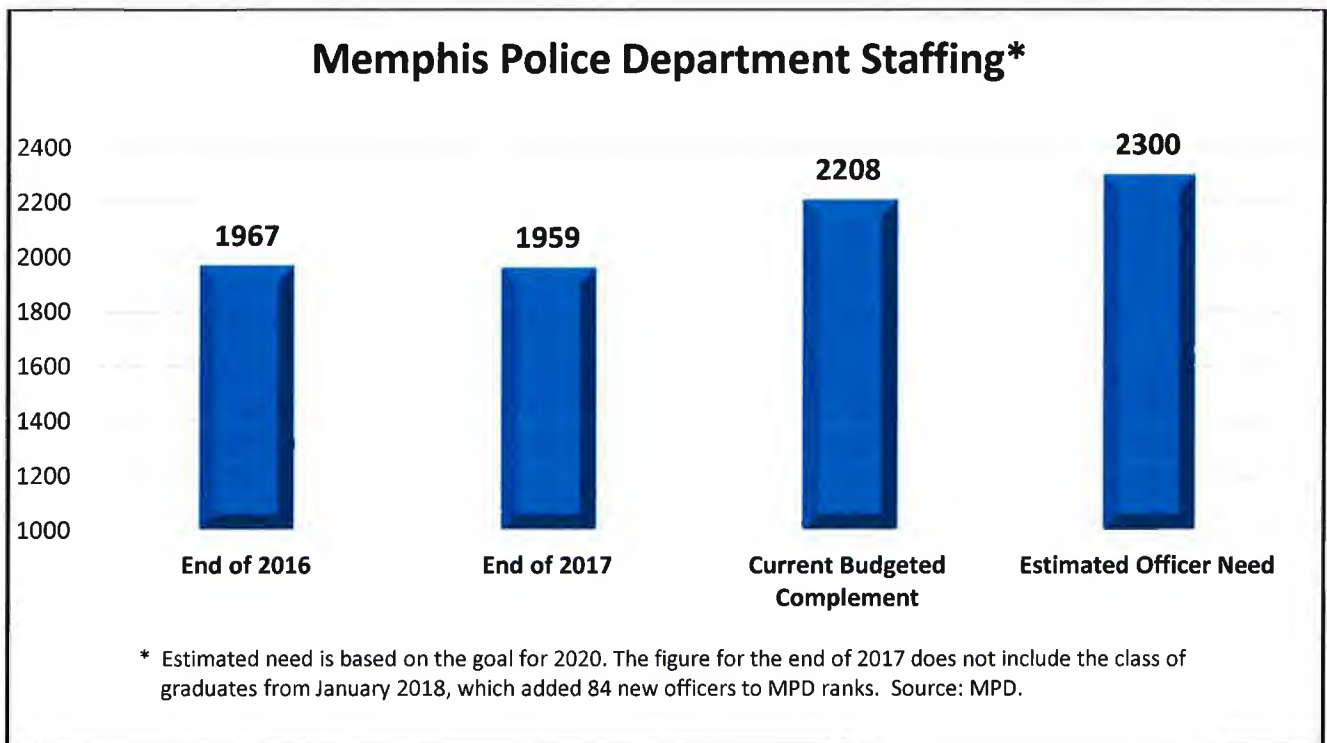
OPERATION: SAFE COMMUNITY 2017 HIGHLIGHTS

The five-year OSC-3 plan is now through its first year, and many of the objectives under the plan were advanced significantly in 2017.

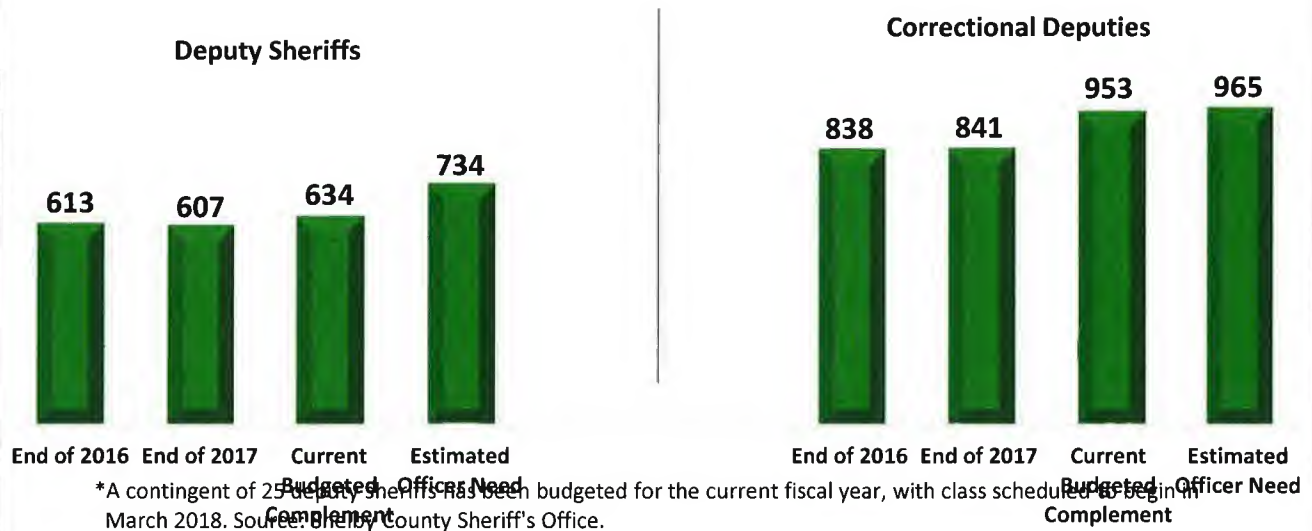
LAW ENFORCEMENT STAFFING

A key part of the plan is the hiring and retention of more law enforcement personnel, specifically in the Memphis Police Department (MPD). The Crime Commission has been working closely with MPD, Memphis Mayor Jim Strickland, and others to reverse a six-year steady reduction in the number of MPD commissioned officers. Private sector funding of over \$6 million is being provided through the Crime Commission to the City of Memphis to pay for retention and recruitment bonuses at MPD, as well as other steps to reverse what has resulted in a net loss of some 20% of the city's police force.

With the graduation of a class of officers in January of 2018, for the first time since 2011, the MPD is expected to have a net increase in police officers.



Shelby County Sheriff's Office Staffing*

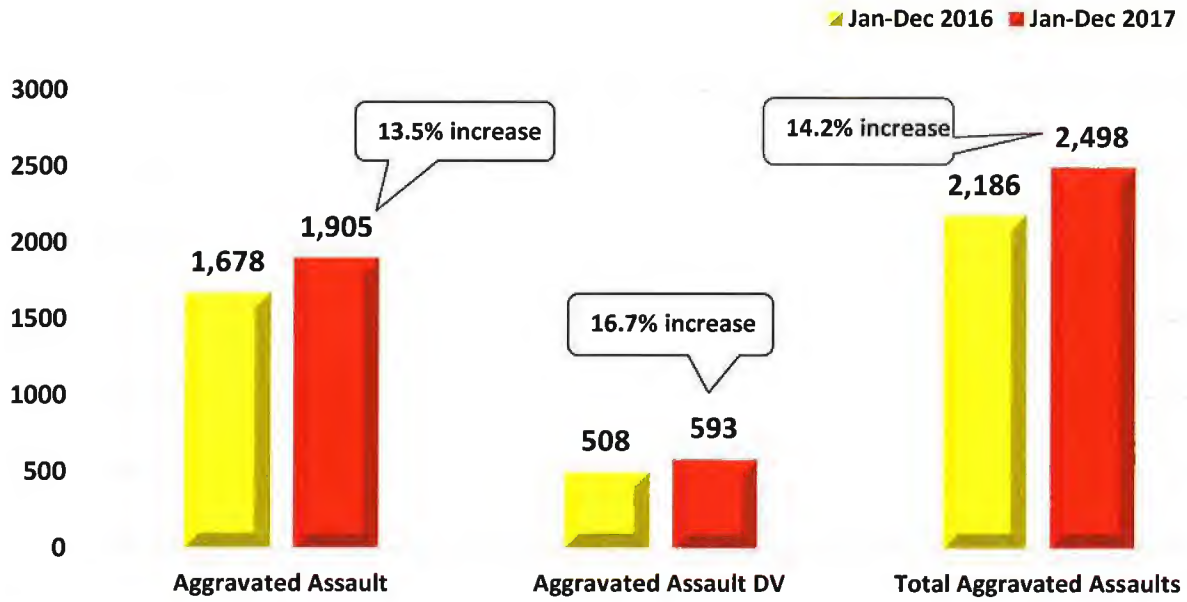


ENACTMENT OF TOUGHER SENTENCES, VIGOROUS PROSECUTION AND COMMUNICATION OF THE CONSEQUENCES OF GUN CRIME

As part of the OSC-3 plan, with the help of Senator Mark Norris and others, the Tennessee General Assembly enacted legislation this year imposing tougher sentences for convicted felons possessing guns, and the FED Up, Gun Crime Max Time communications effort has been launched to convey the consequences of engaging in gun crime, with the goal of changing behavior. The following charts on reported aggravated assaults with firearms and reported incidents of shots-fired point out the importance of focusing on a reduction in gun crime.

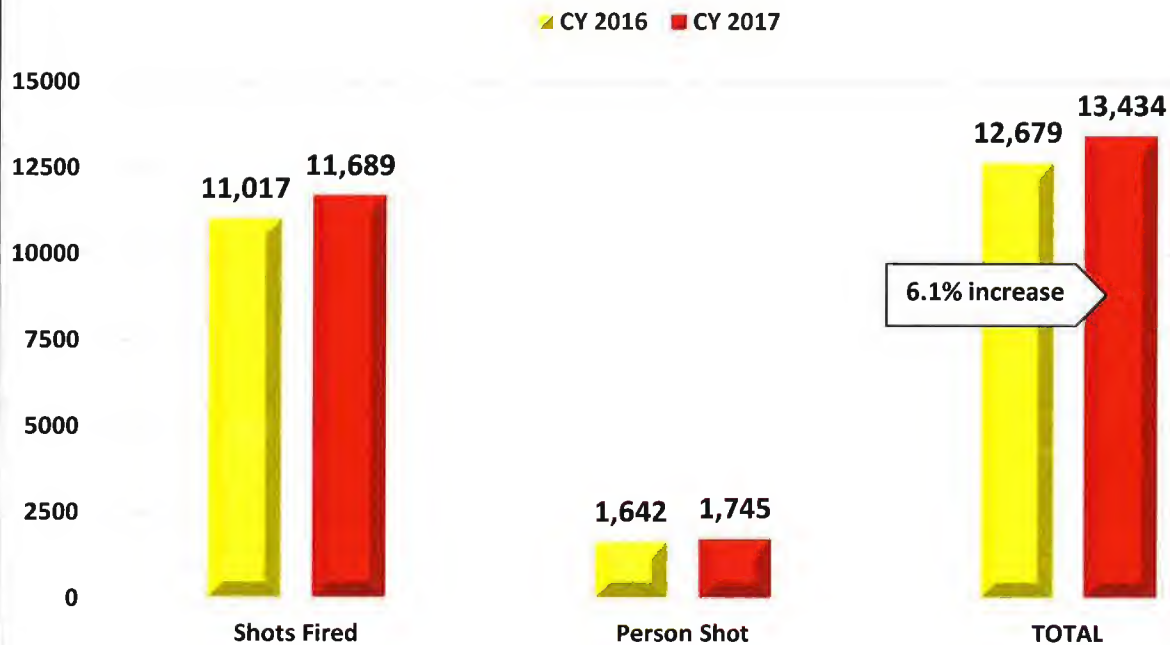


Reported Aggravated Assaults Committed with Firearms 2016 vs. 2017



Source: Project Safe Neighborhoods G.U.N. Unit

Memphis Calls for Service for Shots Fired 2016 vs. 2017



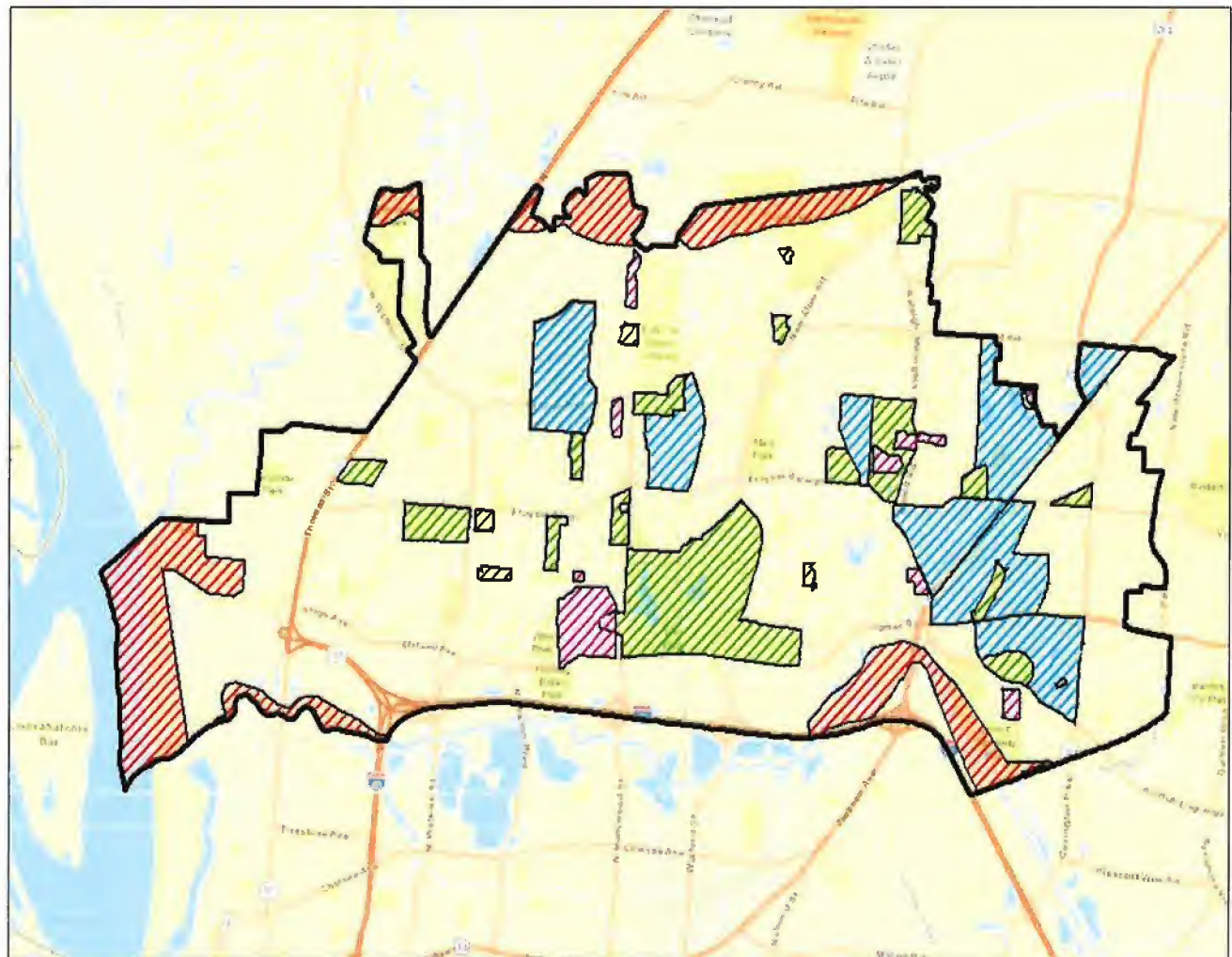
Source: Memphis Police Department

COMMUNITY PROSECUTION/THE NEIGHBORHOOD SAFETY INITIATIVE

As another part of the plan, District Attorney Amy Weirich has launched community prosecution models in three MPD precincts and one Sheriff's Office district, with promising results in reducing case disposition times, thereby helping to insure swift and certain accountability for criminal behavior.

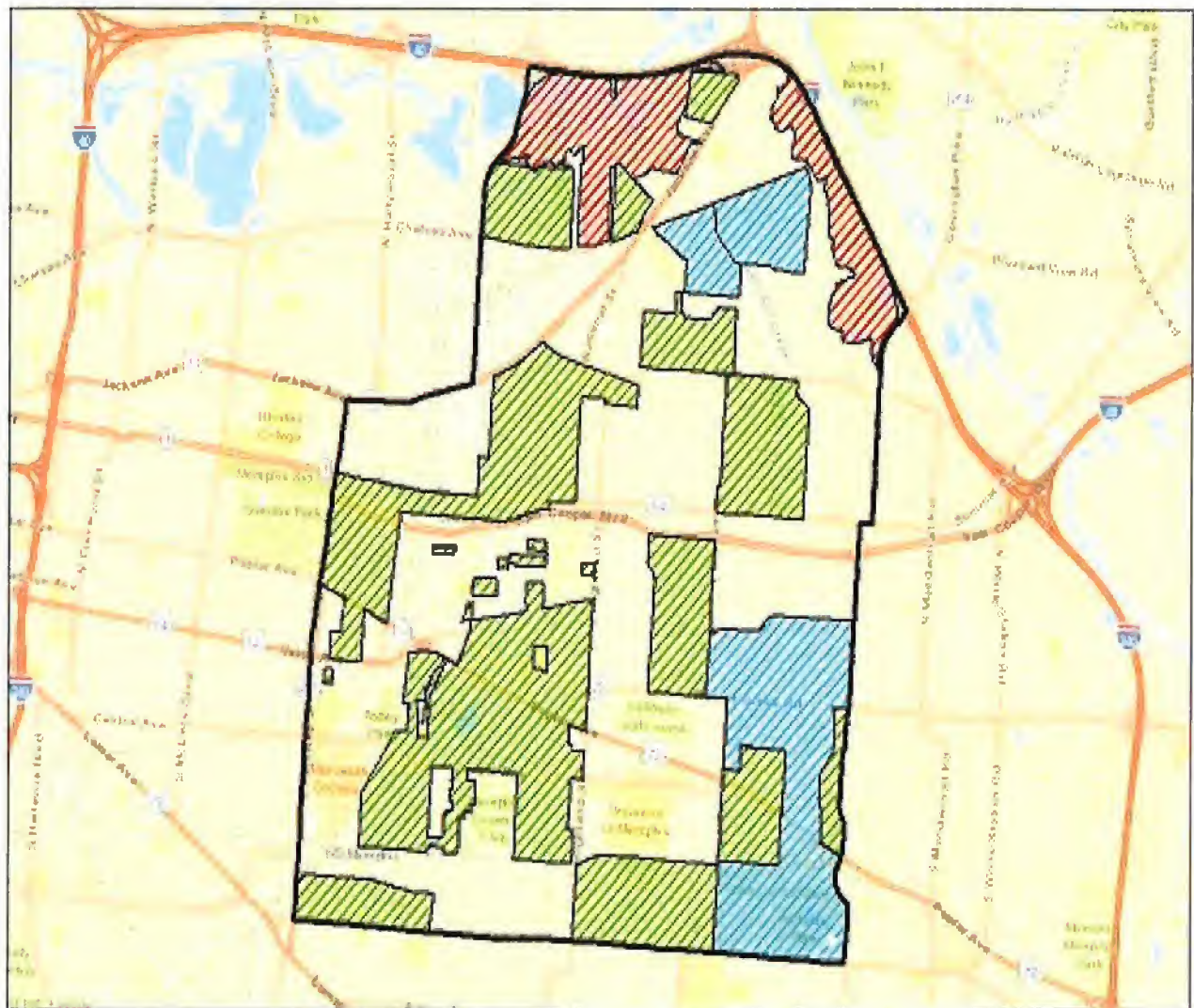
The OSC-3 plan calls for implementation of a Neighborhood Safety Initiative in certain geographic areas to increase citizen participation in efforts to curb crime. In consultation with the Memphis Police Department (MPD), the Old Allen and Tillman MPD were chosen initially for this effort. Part of the effort is to increase the number of neighborhood watch programs and areas covered by active neighborhood watch groups. The Crime Commission is working with MPD, neighborhood groups, and concerned citizens to increase neighborhood watch coverage.

Old Allen Memphis Police Department Precinct Neighborhood Watch Groups



Tillman Memphis Police Department Precinct

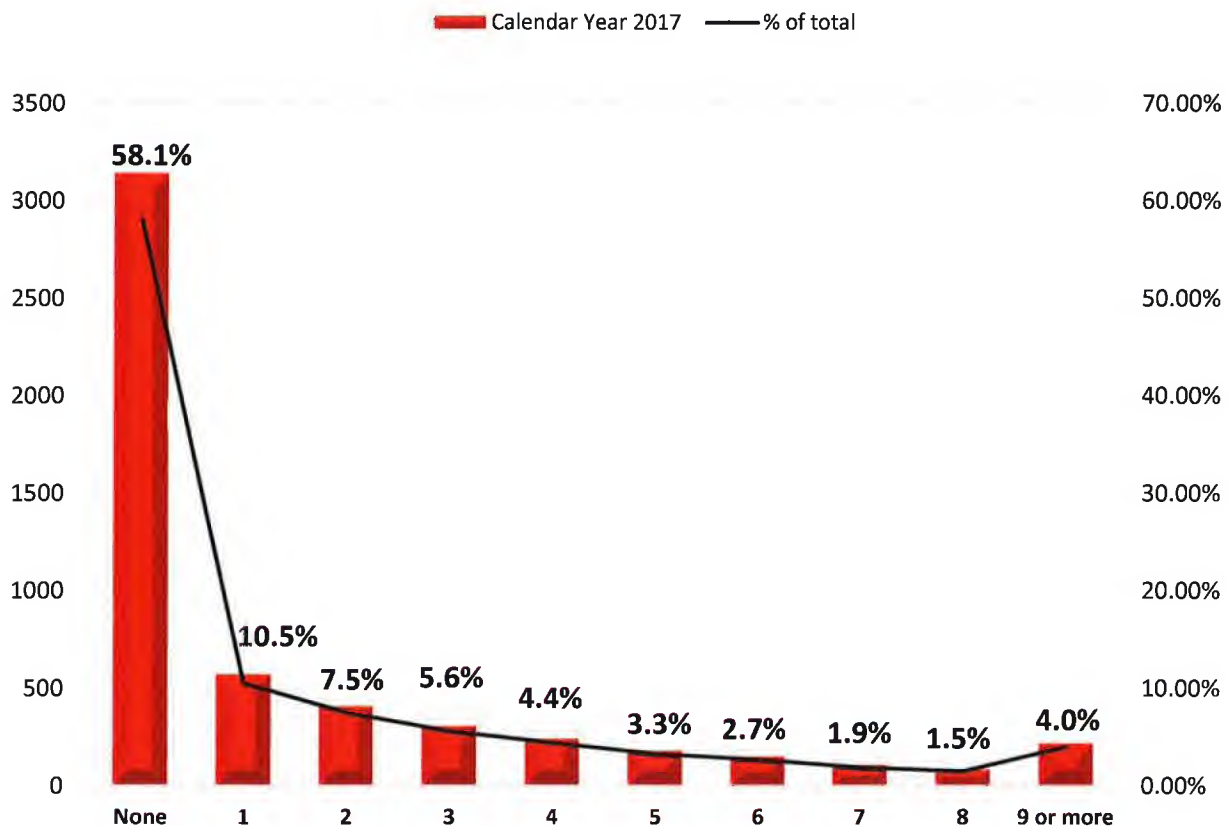
Neighborhood Watch Groups



INTERVENING TO CURTAIL JUVENILE CRIME

Other elements of the plan are in their initial stages of development. For example, the plan calls for the creation of an assessment center model that will divert youth away from the juvenile court system and seek to address underlying factors to prevent them from ever having to enter the system. Shelby County Mayor Mark Luttrell has taken the lead in developing this model.

Juvenile Delinquency* Offenders--Number of Prior Delinquency Complaints 2017



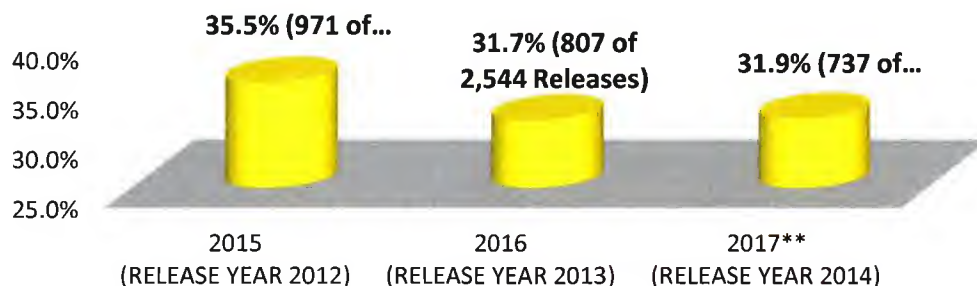
* Excludes Unruly. Total percent = delinquent recidivists/delinquent complaints. More than 40% were repeat offenders. Source: Shelby County Juvenile Court.

As indicated by the chart above, in 2017, over 40% of delinquent offenders had prior delinquency complaints in Juvenile Court. The assessment center model is designed to reduce the number of repeat offenders by more effectively assessing and addressing issues upon the first encounter with law enforcement and, at the same time, reduce the number of youth who develop a juvenile court record.

REDUCING REPEAT OFFENDERS THROUGH INCREASED JOB OPPORTUNITIES

Workforce Investment Network, a federally funded, city administered workforce program, in conjunction with various organizations working to help citizens returning to the community from incarceration, is scheduled to begin a transitional work program for ex-offenders in January 2018. This is a key part of the OSC-3 plan, with the goal of reducing the number of repeat offenders. The charts below reflect the importance of efforts to reduce the repeat offender rate.

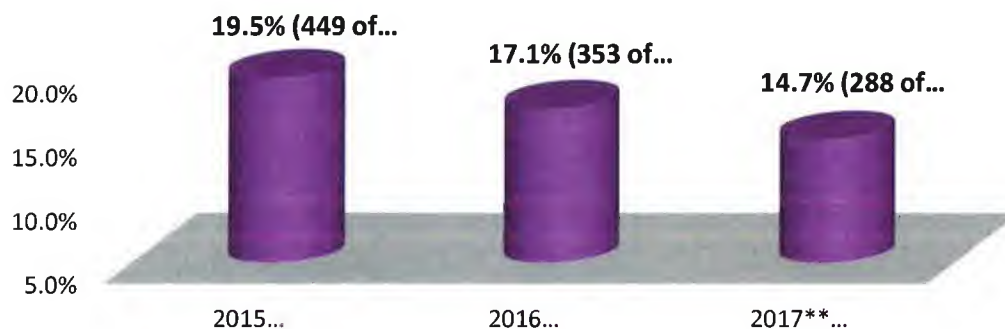
SHELBY COUNTY'S RECIDIVISM RATE FOR FELONY INMATES RELEASED FROM INCARCERATION* JANUARY - DECEMBER



* Recidivism is defined as the percentage of convicted felony inmates who are re-incarcerated within three years of the year in which they were released from incarceration in a county facility or Department of Correction facility. For example, the 2016 recidivism rate is the percentage of inmates released in calendar 2013 who had been re-incarcerated by the end of calendar year 2016.

** Preliminary figures will not be finalized until April 2018. Source: TN Department of Correction.

SHELBY COUNTY'S RETURN RATE FOR FELONY INMATES RELEASED FROM INCARCERATION* JANUARY - DECEMBER



* Return rate is defined as the percentage of convicted felony inmates who are re-incarcerated within one year of their release. For example, the 2016 return rate is the percentage of inmates released in calendar year 2015 who were re-incarcerated by the end of calendar year 2016.

** Preliminary figures will not be finalized until April 2018. Source: TN Department of Correction

OPERATION: SAFE COMMUNITY



MOVING FORWARD

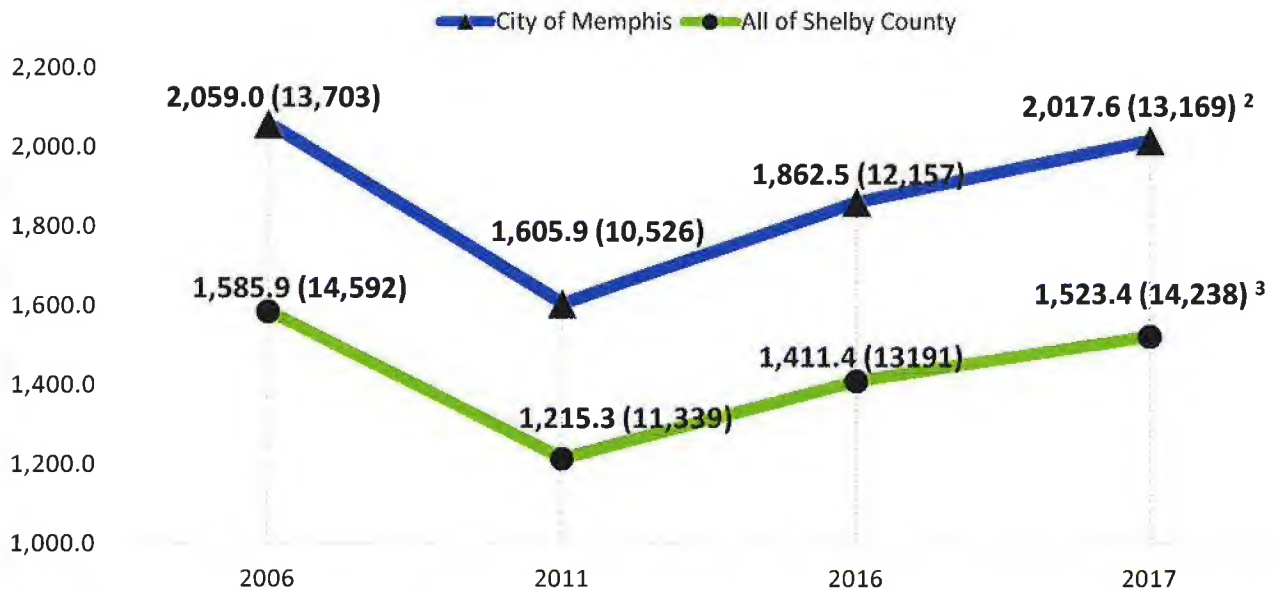
In 2018, we must build on the momentum generated in 2017 with a healthy sense of urgency. As Mayor Strickland has noted, reducing violent crime in particular is our No. 1 priority as a community. The Crime Commission looks forward to working with its partners in 2018 to advance implementation of a plan that can make our community safer. The Crime Commission is committed to implementation of a crime plan designed to achieve measurable, near-term reductions in crime with clear benchmarks, including gun and gang violence, youth violence, and domestic violence.

CRIME TRENDS

In measuring overall crime rates and trends, the Crime Commission (and the Public Safety Institute) use data reported by local enforcement agencies to the Tennessee Incident Based Reporting System (TIBRS), which was developed and is maintained by the Tennessee Bureau of Investigation. An incident is defined in TIBRS as “one or more offenses committed by the same offender, or group of offenders acting in concert, at the same time and place.” Reported major violent crime and domestic violence offenses, however, uniquely refer to a victim count versus an incident count. All rates are calculated based on per 100,000 population.

Through the media, on a quarterly basis, the Crime Commission and the Public Safety Institute issues jointly crime data for both Memphis and all of Shelby County, including the numbers and rates per 100,000 population for overall crime, major violent crime, major property crime and domestic violence. The data is posted on the Crime Commission website quarterly as well.

MAJOR VIOLENT CRIME JANUARY - DECEMBER (Incidents Per 100,000 Population and Numbers)¹



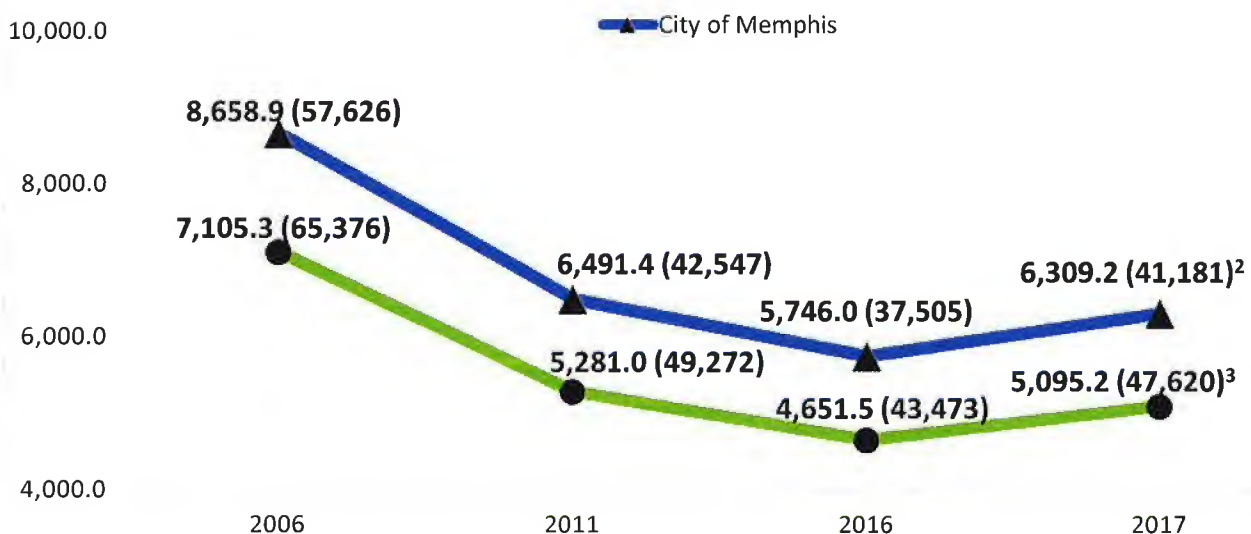
¹ Includes murders, forcible rapes, robberies, and aggravated assaults.

Source: Tennessee Bureau of Investigation (TBI). The 2017 TBI figures are preliminary.

² The 2017 figure is a decrease of 2.0 percent from 2006 and an increase of 8.3 percent from 2016 in the City of Memphis.

³ The 2017 figure is a decrease of 3.9 percent from 2006 and an increase of 7.9 percent from 2016 in all of Shelby County.

MAJOR PROPERTY CRIME JANUARY - DECEMBER (Incidents Per 100,000 Population and Numbers)¹



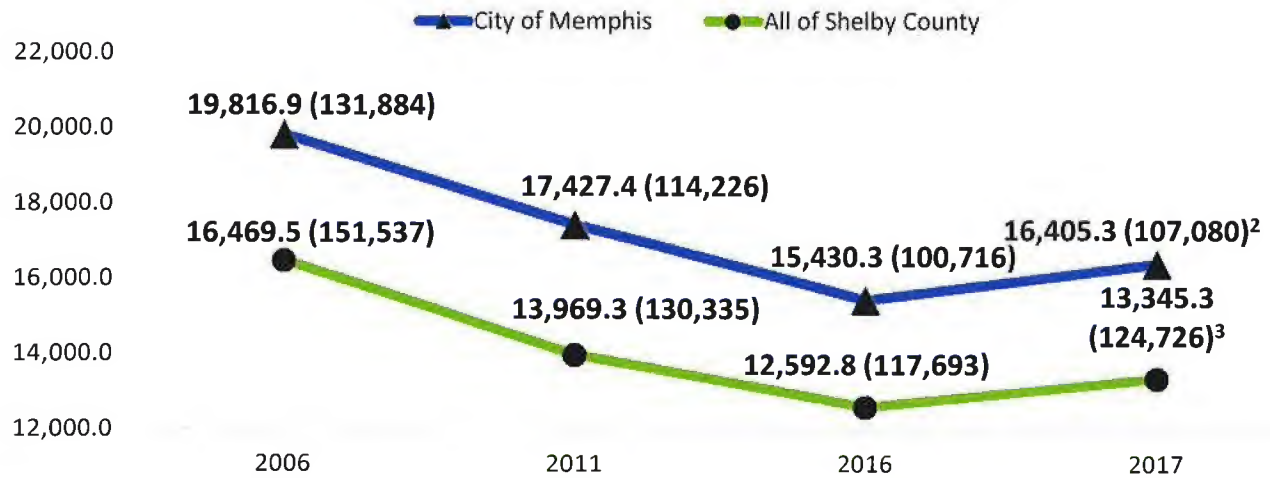
¹ Includes burglaries, motor vehicle thefts, and other felony thefts.

Source: Tennessee Bureau of Investigation (TBI). The 2017 TBI figures are preliminary.

² The 2017 figure is a 27.1 percent decrease from 2006 and a 9.8 percent increase from 2016 in the city of Memphis.

³ The 2017 figure is a 28.3 percent decrease from 2006 and a 9.5 percent increase from 2016 in all of Shelby County.

OVERALL CRIME
JANUARY - DECEMBER
(Incidents Per 100,000 Population and Numbers)¹

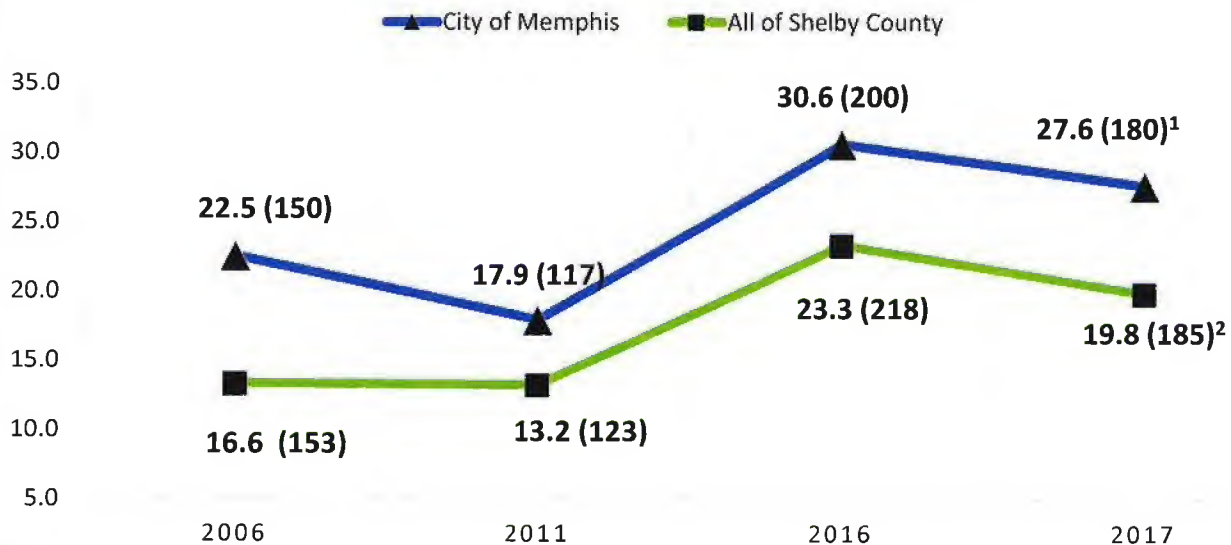


¹ The overall crime rate is measured by 54 separate categories of "Group A crimes" tracked by the T.B.I.
Source: Tennessee Bureau of Investigation (TBI). The 2017 TBI figures are preliminary.

² The 2017 figure is a 17.2 percent decrease from 2006 and a 6.3 percent increase from 2016 in the city of Memphis.

³ The 2017 figure is a 19.0 percent decrease from 2006 and a 6.0 percent increase from 2016 for all of Shelby County.

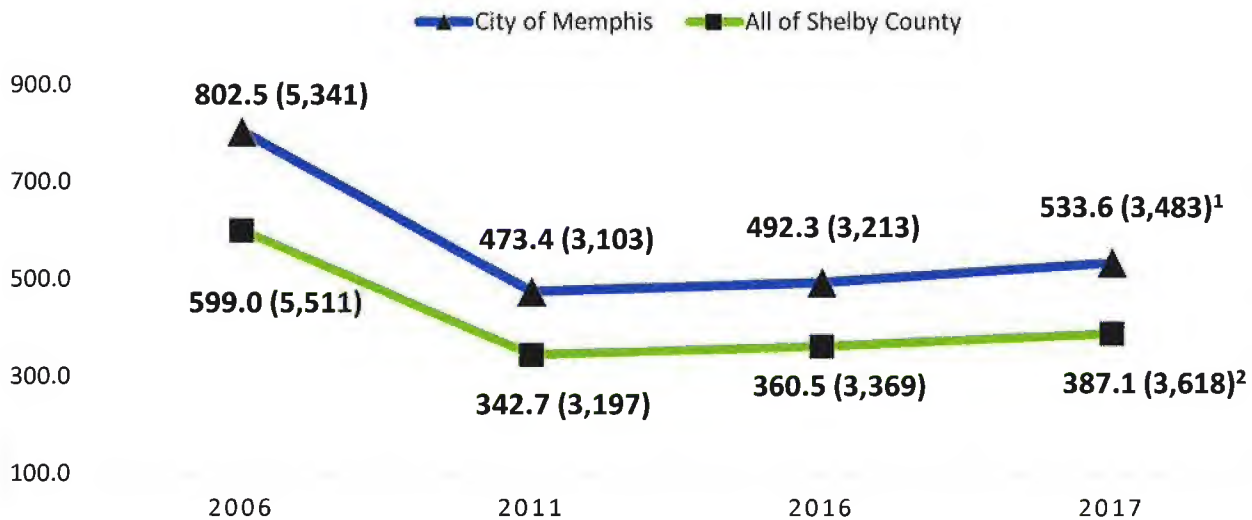
REPORTED MURDERS
JANUARY - DECEMBER
(RATE PER 100,000 POPULATION AND NUMBERS)



¹ The 2017 figure is an increase of 22.4 percent from 2006 and an decrease of 10.0 percent from 2016 in the City of Memphis.

² The 2017 figure is an increase of 19.0 percent from 2006 and an decrease of 15.1 percent from 2016 in all of Shelby County.
Source: Tennessee Bureau of Investigation (TBI). The 2017 TBI figures are preliminary.

REPORTED ROBBERIES JANUARY - DECEMBER (RATE PER 100,000 POPULATION AND NUMBERS)

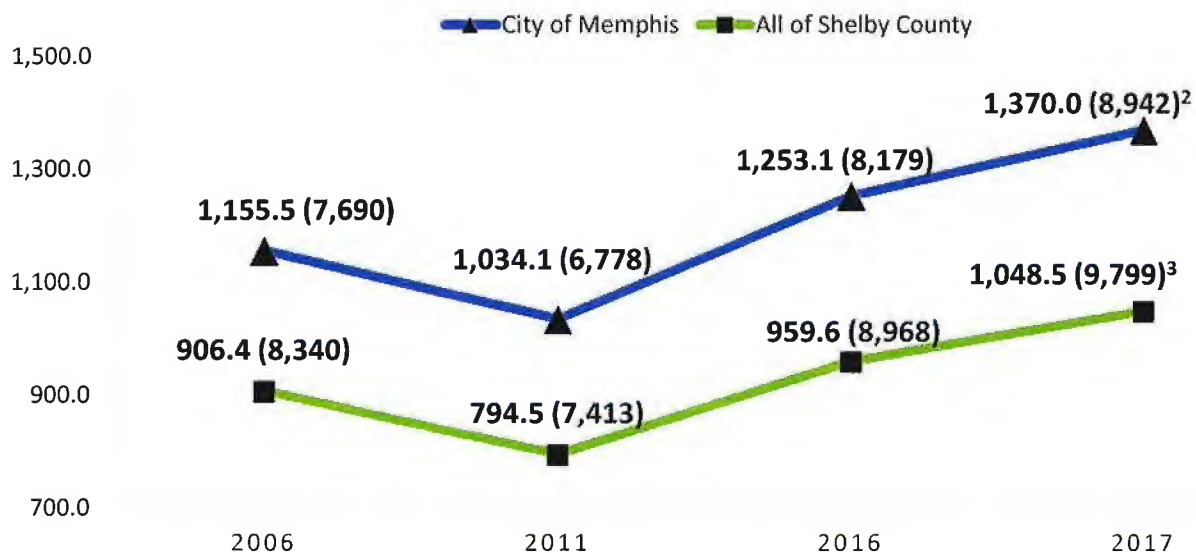


¹ The 2017 figure is an decrease of 33.5 percent from 2006 and an increase of 8.4 percent from 2016 in the City of Memphis.

² The 2017 figure is an decrease of 35.4 percent from 2006 and an increase of 7.4 percent from 2016 in all of Shelby County.

Source: Tennessee Bureau of Investigation (TBI). The 2017 TBI figures are preliminary.

REPORTED AGGRAVATED ASSAULTS JANUARY - DECEMBER (RATE PER 100,000 POPULATION AND NUMBERS)¹

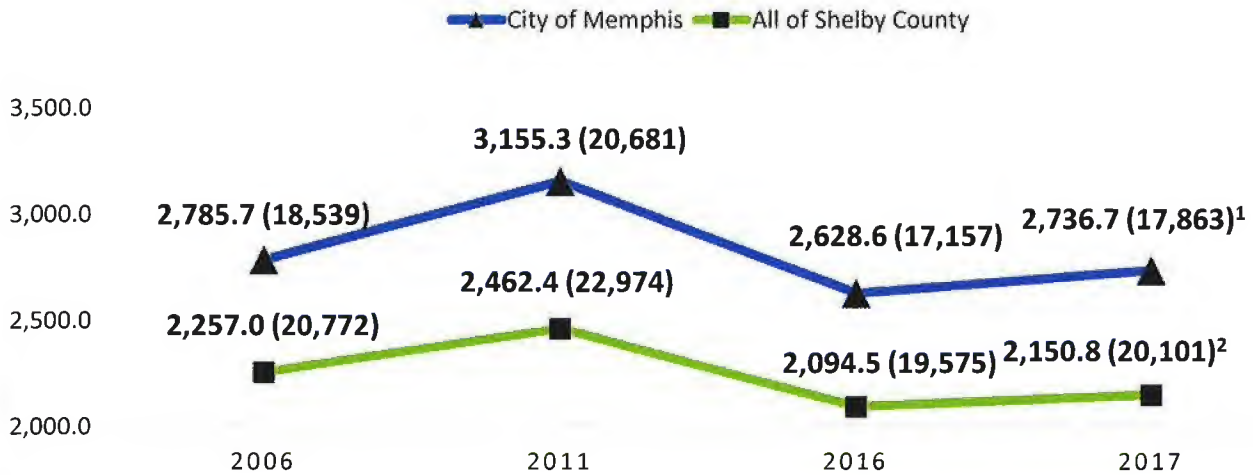


¹ The 2017 figure is an increase of 18.6 percent from 2006 and an increase of 9.3 percent from 2016 in the City of Memphis.

² The 2017 figure is an increase of 15.7 percent from 2006 and an increase of 9.3 percent from 2016 in all of Shelby County.

Source: Tennessee Bureau of Investigation (TBI). The 2017 TBI figures are preliminary.

REPORTED DOMESTIC VIOLENCE OFFENSES JANUARY - DECEMBER (RATE PER 100,000 POPULATION AND NUMBERS)

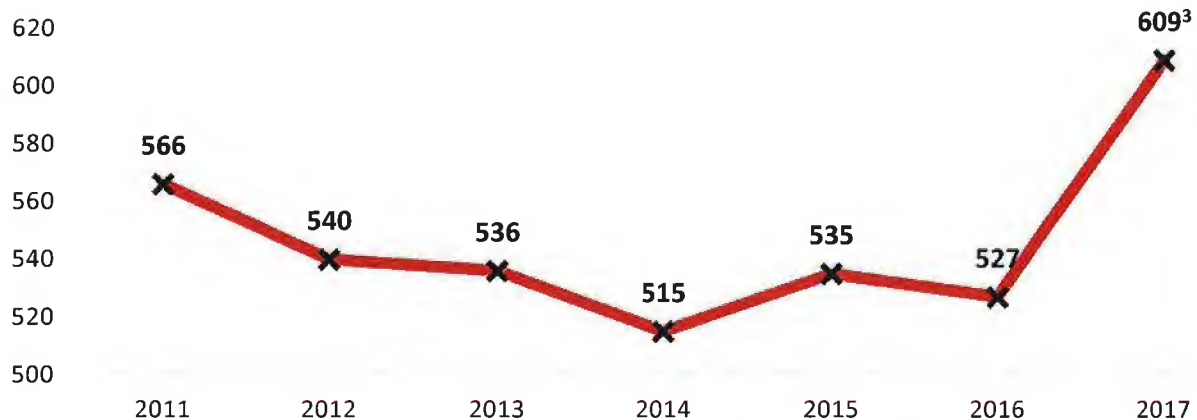


¹ The 2017 figure is an decrease of 1.8 percent from 2006 and an increase of 4.1 percent from 2016 in the City of Memphis.

² The 2017 figure is an decrease of 4.7 percent from 2006 and an increase of 2.7 percent from 2016 in all of Shelby County.

Source: Tennessee Bureau of Investigation (TBI). The 2017 TBI figures are preliminary.

MAJOR VIOLENT DELINQUENT CHARGES¹ AGAINST JUVENILES IN MEMPHIS/SHELBY COUNTY² JANUARY - DECEMBER



¹ Major violent delinquent charges include premeditated first degree murder, first degree murder in perpetration of a felony, Second degree murder, especially aggravated robbery, aggravated robbery, robbery, aggravated rape, aggravated rape of a child, rape, rape of a child and aggravated assault. These are essentially the same categories that make up the F.B.I.'s Major Violent Crime totals that are used by the Public Safety Institute and the Crime Commission when releasing overall Major Violent Crime figures for Memphis and Shelby County.

² Source: Juvenile Court of Memphis and Shelby County

³ A 17.0 percent increase compared to 2011 and 11.8 percent increase compared to 2016